

Annual Report

2016-17



Contents

| | |
|--|----|
| About Us | 1 |
| Meet the Board and Chairman | 2 |
| Meet the Executive Team | 3 |
| Quality Services | 4 |
| • Adult Services | 4 |
| • Health Improvement and Children's Services | 8 |
| • Estates & Facilities | 13 |
| Performance and Delivery | 14 |
| Great People | 15 |
| Giving Back | 18 |
| Financial Statements | 20 |

About Us

East Coast Community Healthcare (ECCH) is one of East Anglia's largest social enterprises with around 900 staff working for us including nurses, occupational therapists, healthcare assistants, physiotherapists, podiatrists, health visitors, school nurses and smoking cessation specialists.

We began providing NHS community services, public health, primary care and family services across Norfolk and Suffolk six years ago.

We are staff-owned with 80% of employees having a share in the organisation, which is well above average for a social enterprise. They don't make money out of being shareholders because, as a Community Interest Company, we reinvest all our excess resources into our services. However, their sense of ownership defines the culture of our organisation because they have a real say in how we operate.

Providing our patients and clients with the highest quality services first time, every time is our primary goal and we are proud that ECCH attained a 'Good' rating across all its

services from the Care Quality Commission in March 2017. Our patients have endorsed this through the national NHS Friends and Family Test which found, for the second year running, that 96.5% of patients surveyed would recommend ECCH's care to others.

This Annual Report looks at some of our highlights between October 1st 2016 and September 30th 2017. That includes expanding our Smoking Cessation Service across Norfolk, being re-awarded full UNICEF Baby Friendly accreditation and moving into our new headquarters at Hamilton House in Lowestoft.



Providing high quality care – every time



Care Quality Commission feedback

“ All of the staff we spoke with took great pride in their work and were committed to providing the best care they could. ”



Meet the Board

Tony Osmanski was appointed as chair of East Coast Community Healthcare (ECCH) in September after Paul Steward, who had held the role since our social enterprise was launched in 2011, left the organisation to take up an appointment as Chief Executive Officer of Icen HealthCare, the Federation of independent GP practices in Norfolk and Waveney. Tony has been a non-executive director of ECCH's Board since 2014 and is a former Strategic Director at Suffolk Coastal and Waveney District Councils.

I am delighted to introduce the 2016-17 Annual Report in my first year as Chair of ECCH – and am extremely proud to have been appointed to this role following my interview with the Shareholder Council. As a Non Executive Director for three years I knew that ECCH was a great organisation comprised of people who are passionate about delivering high quality community healthcare.

As Chair, my role is to lead the Board in setting and implementing ECCH's direction and strategy. The Board is also responsible for ensuring sound governance of ECCH which includes monitoring performance, polices, resources and risk.

I am fortunate to be supported by an excellent Board comprising the Chief Executive, Executive Directors, Staff Directors, Non Executive Directors and our Medical Director.

During the last year there have been a number of noteworthy achievements for ECCH including:

- achieving a 'Good' rating in the CQC inspection
- moving into Hamilton House
- playing a significant role in deciding the future organisation of healthcare provision across Norfolk & Waveney as a partner in the area's NHS Sustainability and Transformation Plan

- opening Big Sky Nursery
- being awarded the ISO 14001 Environmental Management Award recognising our commitment to sustainability
- another brilliant Staff Awards event where I had the honour to present Maureen Underdown with the Lifetime Achievement Award (see page 16)
- developing the Evolve cultural transformation programme based around a set of ECCH Signature Behaviours

Looking ahead we will continue to face challenges around growing demand and resource pressures. However, as a Social Enterprise, ECCH is well placed to not only continue providing high quality healthcare but also expand as a business to help support our core work.

Finally, I would like to thank everyone in ECCH for their continued commitment to delivering excellent healthcare to the communities that we serve.

Tony Osmanski
ECCH Chair

Meet the Executive Team

This year has seen some of the greatest challenges ever faced by health and social care services. A squeeze on resources and an increase in demand has called for innovation and resolute leadership. At ECCH we have risen to the challenge by ensuring we are a collaborative and engaging partner to all agencies involved with maintaining services across the NHS, local authorities, voluntary and charitable sectors. We have full representation in the Norfolk and Waveney Sustainability and Transformation Plan (STP), have senior presence on all local delivery groups working alongside primary care and have established our own multi-agency Health & Wellbeing Leadership Forum.

In the Executive team we are very aware that the challenges will continue and that we need to work hard together to ensure we are best prepared to provide the high standards of leadership required. In order to ensure we are ready, this year we have worked to streamline our executive team and focus upon the key roles required for effective leadership, with clear lines of responsibility and accountability. We have also strengthened the executive links to governance and strategic direction by making all of the Executive team members of the full ECCH Board.

The Director of Finance and Resources role held by Simon Bragg has remained unchanged but we are working as an executive team with Simon to develop the deputy CEO role. The Director of Adult Services role has now become a Director of Operations

allowing the post holder, Adele Madin, to have oversight of all aspects of the day to day operational functions of the organisation. We have a specialist Director of Health Improvement and Children's Services. Held by Julia Whiting, the role reflects the unique local authority contractual environment for these services and allows us to concentrate upon their strategic development. We have returned to a dedicated Director of Quality role held by Dr Noreen Cushen-Brewster which, as before, will focus upon quality, safety and regulation but also with a greater emphasis upon clinical development, innovation and research. Finally we have enhanced the role of Human Resources Director allowing Deborah French to focus strategic attention upon the specific requirements of our specialist workforce and on organisational development.

These changes have coincided with the development of a new strategic framework which reaffirms priorities for quality and growth whilst increasing the attention on building productive partnerships and defining our social value. The Executive team will also focus attention on developing our new Evolve cultural change programme.



Jonathan Williams
Chief Executive Officer



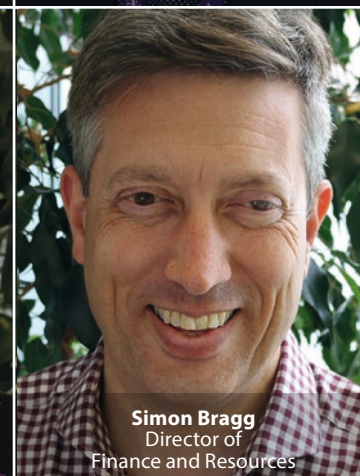
Adele Madin
Director of Operations



Jonathan Williams
Chief Executive



Julia Whiting
Director of Health Improvement
and Children's Services



Simon Bragg
Director of
Finance and Resources



Deborah French
Director of
Human Resources



Dr Noreen Cushen-Brewster
Director of Quality

Quality Services

Adult Services

We provide healthcare to adults across Norfolk and Waveney through our nursing teams, primary care services, therapy services and palliative care.

Good rating from CQC

In March 2017 ECCH was given a 'good' rating across the board for its services in Norfolk and Waveney following an inspection by the Care Quality Commission (CQC).

It was the first CQC inspection of the overall organisation since ECCH was launched in 2011. The watchdog praised ECCH for its caring staff and for designing services to meet the needs of local people.

Areas that were highlighted as outstanding included ECCH's Hospice at Home service and the free baby lifesaving support training offered by the health visiting teams.

The report said: "Staff in the Hospice at Home service demonstrated a sensitive, compassionate and caring approach to patients in their care. Staff gave us examples of how they went 'the extra mile' to meet each patient's individual needs and preferences.

"There was increased integration of services, particularly in palliative care and partnership working with acute trusts. The diversification into other services, such as GP's, offered greater scope for the integration of services.

"All of the staff we spoke with took great pride in their work and were committed to providing the best care they could."

CQC inspectors also said ECCH's care pathways followed best practice and national guidance, and there was a full programme of audit across the services that were inspected.

CQC inspectors had spent a week interviewing staff and visiting a range of adult and children's services including community nursing, speech and language therapy and the Laurel Ward at Carlton Court which was used temporarily while renovations were made to Beccles Hospital, which ECCH manages, to turn it into an Intermediate Care Unit.

They also spoke to patients and service users and were impressed with their feedback. The report states of inpatient services: "Patients commented that staff were "angels", and that "we could not get better care anywhere"."

The CQC also praised the organisation's 'consistently positive' Friends and Family Test results – the NHS national survey which asks patients if they would recommend a service. In the year prior to their inspection 98% of patients who responded to the survey had said they would recommend ECCH to their friends and family with some services recording 100% positive responses over several months.

Beccles Minor Injuries Unit Closes

Beccles Hospital Minor Injuries Unit (MIU) closed in February 2017 following a decision to change the way the service is delivered.

NHS Great Yarmouth and Waveney Clinical Commissioning Group has commissioned Beccles Medical Centre to provide treatment for minor injuries to its registered patients and temporary residents in line with the rest of the CCG area, where patients receive care for minor injuries at their own GP surgery.

Analysis of the activity at Beccles MIU showed that use of the unit was generally low, while 56% of those attending were registered with Beccles Medical Centre which is situated on the same site.

The service now operates from the surgery during its core hours. During weekends, evenings and bank holidays, people can call NHS 111 for help and advice, with anyone who needs a face-to-face consultation then invited to an appointment at the out-of-hours clinic at Beccles Hospital or advised to attend a more appropriate service.



Beccles Hospital Refurbishment

A £1.65million refurbishment of Beccles Hospital was completed in April 2017 to turn it into an intermediate care unit.

The 20-bed revamped Minsmere Ward can now provide intense rehabilitation and reablement so that patients can return to an independent life as quickly as possible.

Eight single en suite rooms are now available, along with three four-bedded bays with separate toilet and washing facilities. Oxygen can be piped to every bedside, and patients can undergo intensive rehabilitation in a dedicated therapy area.

The ward has been carefully designed to be welcoming, logical and comforting, and uses colours, text and images which meet dementia-friendly standards. It includes a circular corridor to encourage walking and movement, while each area has been designed to be unique and offer markers to help patients to navigate.

ECCH worked very closely with NHS Great Yarmouth and Waveney CCG on the redesign and planning to ensure that the facility meets the needs of those using it and that temporary relocation to Laurel Ward at Carlton Court in Lowestoft to allow building works to be completed would cause the least disruption possible to patients.

The external spaces have also been designed with vulnerable patients in mind. They include a safe and secure 'dementia garden' with seating and raised planters, so that patients can enjoy contact with nature. A modern, bright day room has been created thanks to the generosity of the hospital's League of Friends.

The intermediate care unit is an integral part of ECCH's Out of Hospital system and also helps the James Paget University Hospital to discharge patients who no longer need acute care.

Third Out of Hospital Team to launch

ECCH has been working with NHS Great Yarmouth and Waveney Clinical Commissioning Group (CCG) to develop a new out of hospital service for the south Waveney area following the success of its two existing teams.

The new service will support five GP practices to provide care to people in their own homes, where possible, avoiding them having to be admitted to an acute hospital. Evidence shows people recover better at home.

Meanwhile patients have given a resounding vote of confidence to ECCH's existing Out of Hospital teams in Lowestoft and the Great Yarmouth area. In the last six months of this reporting period 100% of people who responded to the NHS Friends and Family Test survey said they were very satisfied or satisfied with the treatment they received. 99% of people said they would recommend the service to their friends and family.

In addition, data from ECCH patient surveys show staff are seen as friendly and helpful, information given is easy to understand, and 100% of people surveyed feel they are treated with dignity and respect.

The Out of Hospital teams are made up of community nurses, occupational therapists, physiotherapists, rehabilitation support workers and social workers. They work alongside a patient's own GP to provide intensive, short-term care. Patients in crisis are assessed within two hours of referral and, as well as carrying out nursing and rehabilitation, the team can organise equipment should the patient need it. They also offer advice and support to a patient's family or carers.

Since the launch of the first team in Lowestoft in 2014 more than 5,000 people have been helped to recover in their own homes rather than in hospital and emergency admissions to the James Paget University Hospital have dropped.

You said:

“ We could not have coped without all your help. Everyone has been so kind to us and so helpful, what a great team. ”

“ The service was wonderful, dedicated people, just right to handle the patients who need care. ”

You said:

“ Everyone has been very friendly and kind and efficient. ”

“ A happy collection of staff and students work as a team with a smile. ”





National recognition for Skin Tear Pathway

NHS England is promoting the work of our Tissue Viability team to improve the care of skin tears.

The Tissue Viability team has been working with staff from three care homes in Great Yarmouth to help them correctly diagnose skin tears and dress them appropriately. This came as a result of ECCH's district nurses experiencing a high number of requests for visits to care home residents with skin tears that turned out to be wrongly diagnosed or incorrectly dressed.

The care home staff received special training from ECCH and piloted the new system for a three month period. The results showed a reduction in skin tears, improved healing rates and reduced pain and trauma for residents because appropriate first dressings had been applied. The education package and treatment pathway is now being rolled out to all care homes in Great Yarmouth and Waveney.

NHS England asked the Tissue Viability Team to submit its findings as part of the national 'Leading Change, Adding Value' (LCAV) initiative which aims to highlight practices that have resulted in better outcomes, improved experiences and better use of resources in order that all NHS organisations can learn from them. The LCAV team is also making a film with our clinicians about the project.

New Social Prescribing Service at Kirkley Mill

A new service was introduced at Kirkley Mill Health Centre to help improve patients' wellbeing by addressing social concerns as well as dealing with their medical needs.

ECCH, working in partnership with Waveney District Council, Lowestoft Rising, Suffolk Police, the Citizens Advice Bureau and Great Yarmouth and Waveney CCG, has launched a 'social prescribing' service called Solutions. It aims to signpost patients who need non-medical support such as carer respite, dementia support, housing help, debt management and benefits advice to the appropriate organisation.

A launch event in June was attended by patients, health centre staff, local community groups and representatives from the partner organisations.

ECCH Director for Quality Dr Noreen Cushen-Brewster said: "It's about more than medicine. Often if you're just treating medical conditions you're not getting to the root of the problem. A person may be very lonely or suffering financial problems. This is a way of linking our patients with sources of support that can operate alongside existing treatments to improve health and well-being."



Stop the Pressure Day

ECCH's district nursing staff marked World Stop the Pressure Day in November 2016 by raising awareness of the importance of preventing pressure ulcers.

They hosted information stands at Bungay Medical Centre, Kirkley Mill Health Centre in Lowestoft and the Nelson Medical Centre and Falkland Surgery in Great Yarmouth.

Despite progress in the management of pressure ulcers they remain a significant healthcare problem. Around 700,000 people are affected by pressure ulcers each year. Treating pressure ulcers costs the NHS more than £3.8 million every day.

You said:

“ I can't believe what lovely care I have had from your nurses, they're friendly and put you at ease. Thank you. ”

“ Nothing was too much trouble. ”

Increased research activity

ECCH is a research active organisation. We believe in the importance of Research and Development to promote and deliver better healthcare to our patients. We currently run research projects at Falkland Surgery and the Nelson Medical Practice in Great Yarmouth and at Bungay Medical Practice.

This year ECCH has significantly increased its research activity within Community and Primary Care. In 2016/17 ECCH recruited 150 participants to 18 National Institute for Health and Research (NIHR) portfolio studies, compared to 47 participants recruited to 10 studies in 2015/16.

We have also been recognised as the 4th top recruiting site for the iQuit study, a trial involving a tailored web and text message based intervention for patients accessing smoking cessation support through primary care.

Other examples of our General Practice based studies include:

- **CANDID** Cancer Diagnosis Decision rules, recruiting at the Nelson and Bungay Medical Centres.
- **Barack D** Benefits of Aldosterone Receptor Antagonism in Chronic Kidney Disease, recruiting at Nelson Medical Practice.
- **ALL-HEART** study, looking into the effect of Allopurinol and cardiovascular outcomes in older patients with Ischemic Heart Disease has been recruiting from the Nelson Medical Practice and Bungay Medical Practice.

Our Community Based Studies include:

- **SUMS**, a study looking into the clinical and cost effectiveness of a home-based, self-management, standing frame programme in improving motor function and quality of life in people severely impaired by progressive MS.
- **PRESSURE-2**, a study comparing different mattresses for preventing pressure ulcers, which gives additional monitoring of pressure areas and education on prevention to those patients at risk.
- **OTIS** Trial looking into whether Occupational Therapist-led home environmental assessment and modification will reduce falls among high risk older people.

We have carried out an evaluation project called 'To What Extent Does a Warm Home Impact on Health and Wellbeing?' in collaboration with Suffolk County Council and the University of Suffolk.

We have also developed collaborative links with academic colleagues from the Institute of Food Research Gut Health Group, looking to identifying research opportunities in the fields of obesity and allergy in primary and community care.



Workout at Work Day

Our nurses, therapists and office staff were put through their paces for Workout at Work day in July 2017 which aimed to encourage people to be more active in the workplace.

A lunchtime walk around Beccles was organised for staff, plus a pilates class at Beccles Hospital. ECCH's Physiotherapy and Neurology team manned a stand in the hospital reception area to promote the importance of health, wellbeing and daily exercise to the public.

The event was part of the Chartered Society of Physiotherapy's Workout at Work campaign which aims to help improve physical and mental health in the workplace.



Health Improvement and Children's Services

Our expertise in children's health care covers a wide range of disciplines including health visiting, school nursing, speech and language therapy and family nurse practitioners. Our Health Improvement services help people make healthier lifestyle choices – including getting fitter, eating better and stopping smoking.

ECCH runs Norfolk-wide Stop Smoking Service

In January 2017 Norfolk County Council commissioned East Coast Community Healthcare to deliver a new 'stop smoking' service across the county from April.

ECCH now operates the Smokefree Norfolk scheme, part of the national Smokefree public health campaign initiated and supported by Public Health England, which has been in operation in Norfolk for the last 16 years. People wanting to quit can obtain free advice and support through ECCH's team of specialist advisers as well as in GP surgeries and pharmacies, and via a new website - www.smokefreenorfolk.nhs.uk.

ECCH has provided a smoking cessation service in Great Yarmouth since the social enterprise was launched in 2011. In October the team organised an event for health professionals across Norfolk to learn about the latest ways to support pregnant women to stop smoking. Midwives, health visitors and other healthcare workers were invited to hear the latest thinking on how to tackle and prevent maternal smoking.

The main speaker was Hilary Wareing, a former registered general nurse, midwife and health visitor who now leads the work of the Tobacco Control Collaborating Centre and sits on Public Health England's (PHE) Smoking in Pregnancy Challenge Group. She is also one of PHE's CLear Core Assessors, supporting local authorities and their partners to implement tobacco control strategies.

The forum was organised as part of Stoptober, the 28-day national smoking challenge that encourages and supports smokers to quit during October every year. It is based on the insight that if you can stop smoking for 28 days you are five times more likely to be able to kick the habit for good.

Coinciding with the event, Smokefree Norfolk ran stop smoking sessions at libraries across the county for anyone who wanted to quit during the Stoptober campaign.

Free life-saving skills for parents

New mums in Waveney learnt some vital skills when ECCH held a series of baby weaning sessions and also gave parents instruction on what to do if a baby stops breathing.

Parents with children up to the age of one year joined classes at the Ark Children's Centre, and Kirkley Children's Centre in Lowestoft and at the Butterflies Children's Centre in Beccles over the summer.

These sessions were organised by ECCH health visitors after mums told them they thought it would be useful to learn what to do in the event that their child started to choke.

Nursery nurses discussed healthy eating for children and explained how best to introduce solid food to children's diets and an ECCH specialist trainer helped parents and carers practice the correct procedure for clearing an airway, using a simulator. They were also taught how to recognise when a baby stops breathing and how to administer infant resuscitation techniques.



You said:

- “ The advisor was very good at explaining everything and was very pleasant. ”
- “ I found my stop smoking advisor very helpful in helping me give up smoking. ”
- “ The therapist is an excellent counsellor, she is easy to talk to and knowledgeable too. ”



You said:

- “ Really enjoyed attending the classes, information given was clear and correct. I felt comfortable asking questions. ”



You said:

“ My Family Nurse was always there when I needed advice and to answer any questions I had. If I didn't have her there to turn to I'd have struggled I think. ”

“ I can always talk to her. She has helped me through a tough time with family and during and after pregnancy. Her visits are always so resourceful and I learn a lot each session. ”

UNICEF Baby Friendly accreditation

East Coast Community Healthcare was re-awarded UNICEF Baby Friendly Stage 3 accreditation in June 2017.

UNICEF originally gave ECCH full accreditation in 2013 when the award was presented at the House of Commons. Only a handful of other organisations in the East of England have full accreditation.

In the course of a two day inspection UNICEF inspectors visited ECCH facilities and interviewed 32 mothers face to face and via telephone. 88% said they were very happy with their care and had no complaints or comments. None reported being unhappy. 100% of mothers who were surveyed confirmed that the information they were given about breastfeeding was helpful and they felt able to ask questions.

A UNICEF report following the visit said the fact that 90% of mothers have antenatal contact with an ECCH health visitor is 'impressive'.

The report said: "Staff are highly commended for their knowledge and sensitivity to support parents to have close and loving relationships with their baby, promote breastfeeding and support mothers with feeding their baby.

"It was clear to the assessment team that pregnant women and new mothers receive a very high standard of care.

Mothers generally spoke very warmly of the support they received from their health visitor."

ECCH breastfeeding support is provided through its Health Visiting and Family Nurse Partnership services since Suffolk County Council decided to stop funding a dedicated Breastfeeding Service in April 2017. These teams work with families from pre-birth and all staff are trained specifically to support and encourage mothers who make the choice to breastfeed.

The Baby Friendly Initiative, set up by UNICEF and the World Health Organisation, is a global programme which provides a practical and effective way for health services to improve the care provided for all mothers and babies. In the UK, the initiative works with UK public services to protect, promote, and support breastfeeding and to strengthen mother-baby and family relationships. Re-assessment takes place every three to five years with the goal of ensuring standards are being maintained.



Family Nurse Partnership triple celebration

When our Family Nurse Partnership (FNP) invited young mums and their children to get together for a special Teddy Bears' Picnic on Lowestoft beach in July 2017 it was a triple celebration.

As well as recognising the young mums' achievements, the event also marked 10 years of service delivery in the UK by the Family Nurse Partnership and celebrated the fact that Suffolk County Council is to continue to commission the service until 2019.

FNP is a voluntary home visiting programme for first time young mums, aged 19 years and under. A specially trained family nurse visits the young mum from early pregnancy and supports them until the child reaches two years of age. They offer advice on all aspects of the baby's birth and care as well as helping them with issues such as arranging housing, obtaining benefits and continuing their studies.

ECCH's Family Nurse Supervisor, Nicole Hobson, said: "Teenage parents often feel judged and stigmatised, and find it difficult to access community services. Each year we host an event to bring together present and past parents and children and give them a chance to chat, share their experiences and build friendships, as well as celebrating their own achievements in being the best parents they can be.

"We also wanted to celebrate 10 years of FNP in the UK because our nurses really do make a difference to young first time parents, helping them have a healthy pregnancy, improve their child's health and development and plan their own futures."



Safeguarding Team

ECCH's Safeguarding team held a Level 3 safeguarding training event in May 2017 for GPs and other primary care staff. The event was held to support them in understanding their roles and responsibilities in safeguarding and had talks by guest speakers on subjects including female genital mutilation, "county lines" drug trafficking and other current issues. Due to the excellent feedback from this session future events will be held in 2018.

We have also provided safeguarding training at the UEA for post graduate students in nursing and therapies, and developed robust relationships with the Midwifery Eden team at the James Paget University Hospital. This has resulted in greater understanding of each other's roles and improved communication in cases of concern.

ECCH's safeguarding team continues to maintain strong working relationships with Children's and Adult Social care. This has a positive impact on managing complex cases, improves communication and enables professional challenge within a safe environment.

To embed safeguarding throughout ECCH we have developed Safeguarding, Domestic Abuse and Neglect Champions. Their role within the organisation is to improve their knowledge, to offer support and advice to staff within their teams and to disseminate learning. These Champions are supported by the Safeguarding Team and attend bi-monthly meetings.

You said:

- “ Great service. Always very friendly and reassuring.”
- “ We love our health visitor. We can ask her anything and she makes us feel confident. We don't know what we would do without her!”



Health Visiting Week 2017

Our Health Visitors marked Health Visiting Week 2017 by asking mums in Waveney to help decorate a board with comments about the service during a celebration at one of the regular Breastfeeding Support Cafes that the team runs in Lowestoft. Other mums at the health visitors' antenatal classes, baby massage sessions and drop-in clinics also added their feedback.

The mums had nothing but praise for the role ECCH health visitors play in ensuring children get off to a healthy start in life. The Health Visiting team also marked Health Visiting Week by carrying out breast feeding audits with staff to ensure their skills and knowledge and by writing about their work on social media channels.

New Drop-In Clinic for Migrant Communities

ECCH Health visitors worked with GYROS, an organisation which supports newcomers and migrant communities within Lowestoft and Great Yarmouth, to set up drop-in clinics for families.

The health visitor clinics are held at local children's centres and offer information on safe sleeping guidelines, weaning, breastfeeding and immunisations. A GYROS interpreter is on hand who can speak Portuguese, Lithuanian, Latvian, Russian and Polish and home visits can also be arranged if more privacy is required.

Health visitor Donna Milner, who set up the clinics, said: "By providing this service I feel we are building therapeutic relationships with families and reducing barriers. During one clinic two mums arrived who were new to the area, spoke the same language and had babies of a similar age. I was able to discuss introducing solids and both mums had opportunities to ask questions. They were also talking to each other which is so positive for friendship building and can therefore reduce isolation."



New café for breastfeeding mums

Health visitors from ECCH launched a new **Breastfeeding Support Café in Lowestoft** where pregnant women, new mums and their partners can drop in for help and advice, or just for a chat.

The café, at Gunton Baptist Church in Hollingsworth Road, opened in September and runs on alternate Mondays with a play area to entertain any older siblings who might want to come along as well.

ECCH health visitor Claire Jones said: "Our health visiting team is passionate about the benefits of breastfeeding and about helping mums have a positive experience, to be able to gain confidence and enjoy the experience. Through cafés like this we can help mums meet other parents and handle any concerns throughout the early months and years. Sometimes mums and dads just need to get out of the house and chat to people who understand that being a new parent is hard work and can be overwhelming."



You said:

“ Both of the teenagers in my care find the nurse very easy to talk to and they will confide in her. ”

You said:

“ Baby was premature and I desperately wanted to breastfeed. Masses of help and advice as well as reassurance offered. Thank you. ”

Looked After Children

The Looked After Children team has expanded to include two new members – a Looked after Children Nurse and an administrator assistant.

A new initiative was developed with the other Looked After teams across Norfolk and Suffolk this year to offer a consistent approach across the counties, and to develop best practice and learning. These meetings are now quarterly and are proving popular.

School Nursing

Our School Nursing team set up workshops to help children and young people who have been identified by their school as struggling with anxiety on a daily basis.

The workshops have run weekly at the schools over a course of six weeks since summer 2017.

We have seen high demand for this service and it has enabled our school nurses to help children who need support but often do not meet the threshold for Child and Adolescent Mental Health Services.



You said:

“ Massive thank you to the ladies who have made the sessions so enjoyable and high spirited and encouraged high spirited behaviours. ”

“ She has a number of new words from the last 8 weeks, is very outgoing, not shy to show her personality in the group. ”

Speech and Language Therapy Music Groups

Over the past year, some of our Speech and Language Therapy service have teamed up with early childhood music practitioners to deliver a programme of special speech, language and music sessions aimed at helping pre-school children with communication difficulties.

The group sessions are for children aged between two and four years and their families or carers. They provide an opportunity to explore different ways to support early communication development such as taking turns, following the child's lead, making choices and signing. There are also frequent opportunities for children to play with musical instruments and sing songs in a low pressure environment.

The hour long groups are filmed for analysis and a data collection tool is used to identify how the children are benefitting. Research shows that musical perception skills can improve young children's use of words as well as their social and emotional development.

The groups are held weekly, with two sessions taking place at The Priory Children's Centre in Great Yarmouth and one at North City Children's Centre in Norwich. They run for nine weeks and, at the final 'celebration' session, parents and carers have the opportunity to see a video of their child's progress. The project is funded by the charity Youth Music.

ECCH & GPs join forces to help patients get active

Physical activity specialists from ECCH joined forces with GPs in the Great Yarmouth area to encourage local people to be more active.

Doctors at six surgeries – the Nelson and Newtown surgeries in Great Yarmouth, the Falkland and Millwood surgeries in Bradwell, the Central surgery in Gorleston and Martham Medical Centre – offered their patients the chance to attend free exercise sessions and lifestyle coaching run by ECCH throughout January and February 2017.

GPs focused on patients with diabetes, high blood pressure or an elevated body mass index and asked if they would like to take part in classes including walking football and netball, badminton, volleyball, seated exercise classes and community golf. A series of healthy walks were also on offer.

ECCH worked with Active Norfolk to provide the free Fun and Fit sessions. The aim was to help individuals who did not currently exercise to find an activity that they enjoyed and that would improve not only their health, but their social life and confidence. During January 2017 alone 378 people attended four activity events.

ECCH also joined forces with Lowestoft O-Go-Go to run similar subsidised activity courses from January to March 2017 at Marram Green sheltered housing scheme in Kessingland and at Waterlane Leisure Centre.



Estates and Facilities

ECCH receives environmental management award

ECCH is one of only a handful of healthcare providers in the country to have been recognised by the British Standards Institute for reducing its environmental impact.

We have been granted ISO14001:2015 status – a national standard which confirms our commitment to cut the organisation's carbon footprint and energy consumption and to recycle waste as part of an environmental management system.

ECCH's Estates and Facilities Team undertook training and worked for more than a year to achieve the accreditation, including implementing a number of new measures to change the way the organisation operates.

Hamilton House has been designed with environmentally friendly initiatives in mind such as additional thermal insulation, dual flush toilets, virtual training and video conferencing facilities to save attendees travelling to the building, LED sensor lighting and streamlined recycling processes.

ECCH now purchases printer paper from sustainable sources, recycles ink and toner cartridges, and sources the most fuel efficient work vehicles. Procurement occurs locally, wherever possible, to support the local economy and ECCH is incentivising staff to use greener transport including offering subsidised cycle purchase schemes. Staff also receive weekly 'green' tips which are posted on the organisation's intranet to encourage them to consider the impact of their behaviour on the environment and make positive changes.

New Headquarters

East Coast Community Healthcare moved into a new headquarters at Hamilton House on Battery Green Road, Lowestoft, in January 2017 after a major renovation of the property.

Our Estates and Facilities Team oversaw the £1.25million purchase and redevelopment project. ECCH now has a 12,500 sq. ft. state of the art office space with meeting rooms, conference and training facilities plus further space to introduce additional amenities in the future.

Around a hundred administrative staff moved to Hamilton House from our previous headquarters in Beccles. They have been joined by clinical personnel who previously worked out of bases elsewhere in Lowestoft.

Hamilton House is the first property the organisation has owned outright and means staff are based at the heart of the community we serve.

ECCH's Shareholder Council, which is made up of representatives from every service we run, was involved in the design element of the project.

Hamilton House was the former base of offshore energy construction company SLP Engineering. It is currently also the base for Custom Kitchens Lowestoft – a design and installation company who supply kitchens, bedrooms and living furniture across East Anglia. They remain in the retail space on the ground floor and part of the first floor, as a tenant of ECCH.



Big Sky Nursery opened

Big Sky Nursery welcomed its first children on 31st October 2016 with the mayor of Beccles, Cllr Graham Catchpole, performing the opening ceremony.

The nursery is a subsidiary of ECCH providing day care facilities for youngsters aged between three months and five years. Our Estates and Facilities Team ensured the former inn, which was built in the 1850s, was completely refitted to provide separate rooms for the different age groups with cosy rest areas and exciting outdoor play spaces to explore.

The building in Station Road is now a 'home from home' for 74 youngsters and has a team of 14 staff.

For more information log on to www.bigskynurseries.co.uk



New facilities at Northgate Hospital

ECCH physiotherapy, podiatry and neurology services moved to modern, purpose-built facilities in the Herbert Matthes Block at Northgate Hospital in March 2017.

Estates and Facilities had completely refurbished the ground floor of the building to accommodate them. The clinical teams had previously been based in the Cranbrook Unit at the hospital which was considered out-dated and too small.

Performance and Delivery

ECCH strives to provide the highest quality care – first time, every time. We also aim to continually improve on our excellent record by listening to feedback from our patients, clients, partners and our own staff. We value our stakeholders' input and use it to make beneficial changes to our services.

Compliments, Complaints and Concerns

Our Patient Liaison team advises patients and answers their queries and concerns about ECCH's services and those of the NHS as a whole. We help patients to understand who provides which service and give them the appropriate information to make contact effectively.

In the event of a complaint we have a robust investigation procedure. We support complainants through the process and use these investigations to ensure service improvements are made whenever possible. In 2016/17 the Patient Liaison team received 1,331 contacts (telephone calls, letters, completed questionnaires, feedback forms, emails etc) of which 651 were compliments. We received a total of 86 complaints over the period covered by this report, during which time our clinicians and staff had approximately 423,132 contacts with service users. Seven of those complaints were later withdrawn by patients and treated as concerns (a less formal complaint) and six were submitted without the consent of the patient.

Friends and Family Test

96.5% of patients and service users said they would recommend ECCH's services to their friends and family in an NHS survey covering the period of this report.

Between 1st October 2016 and 30th September 2017 81.8% of people who were asked said they were extremely likely and 14.7% said they were likely to recommend ECCH. Only 2% said they were unlikely to recommend us.

The Friends and Family Test (FFT) is a single question survey which asks people whether they would recommend the NHS service they have received to friends and family who need similar treatment or care.

Emergency Preparedness Resilience and Response

ECCH is committed to its duties under the Civil Contingencies Act and is an active partner within the local health sector resilience arena, working with other NHS organisations to ensure cohesive health care support in the event of a major incident.

In January 2017 this included supporting our patients and community during a potential significant tidal surge.

In September 2017 ECCH's performance in the resilience arena, set against the NHS England: Emergency Preparedness Resilience and Response Standards, achieved a rating of Substantial.



Record staff uptake of flu jabs

In autumn and winter 2016/17 ECCH was the highest performing community health organisation in the country for staff flu vaccinations.

A total of 76.2% of ECCH staff were vaccinated in order to protect themselves and their patients from the potentially deadly virus. This was a huge increase on the 2015/16 figure of 54% and well above the national average of 63.2%.

Our Infection Prevention and Control (IPC) team, who carry out the vaccinations, held two immunisation update training days prior to this year's programme which were attended by 130 healthcare workers.

They also held an Infection Control study day for local residential and care homes this year. Around sixty people attended the event which included presentations on diabetes, hand hygiene, dementia awareness and understanding adults at risk. In addition, a dental infection prevention training evening was organised for 70 delegates in November 2016.

The IPC service recorded no cases of bMRSA in 2016/17. There were also no cases of bMSSA, C-diff or E.coli attributed to ECCH inpatients and no outbreaks of norovirus.

Great People

This year we have seen another increase in shareholder numbers with 80% of staff holding a share in September 2017 – compared to 63% two years earlier. The Shareholder Council which was set up last year has contributed to the strong sense of staff ownership and plays a key role in helping to set the direction of the organisation. Shareholders also elect two Staff Directors to represent them at Board level.

80% of ECCH staff are shareholders in the organisation

Care Certificate Achievers

Our annual celebration for staff who have completed the Care Certificate was held at Hamilton House in June 2017.

Achievers from our Out of Hospital Teams, Community Nursing, Physiotherapy, Occupational Therapy and Children and Families Services received their badges for completing the 12 week course.

Julie White, Programme Manager for Health Education

England joined them to speak about the impact the Care Certificate has had on healthcare and its value as a qualification. The Care Certificate is a fundamental healthcare qualification based on 15 core standards set by Skills for Health and Health Education England.



Employee Ownership Day 2017

Our Staff Directors visited as many ECCH sites as possible on EO Day in June to celebrate employee ownership with our staff.

It was the fifth annual celebration organised by the Employee Ownership Association (EOA) to raise awareness of the positive impact employee owned businesses have on the UK economy, employees and communities.

At present ECCH is the 23rd largest employee owned organisation in the UK, the top three being the retailer John Lewis Partnership, engineering and management consultancy Mott MacDonald Group and design and engineering consultants Arup.



Staff achievements recognised at ECCH awards

One of our Healthcare Assistants on the Community Nursing Team in Lowestoft won the Lifetime Achievement Award at our annual staff awards ceremony.

Maureen Underdown, who is 77 years old, has had a career in nursing for 40 years. On receiving the award, she said she loves her job and has no intention of retiring, every day making sure she comes to work with a smile knowing how important that is to her patients. ECCH Chair Tony Osmanski, who presented her award said: "Maureen is a real inspiration. She has a wealth of experience and an amazing 'can do' attitude that makes her popular with her patients and colleagues alike. She frequently goes above and beyond to provide the highest standard of healthcare and she is also an immense support to her team."

Nine awards were presented at the event. Our specialist tuberculosis nurse, who went to the aid of the victims of a serious road traffic accident she witnessed, was given an award for delivering exceptional care.

Tracey Sutton is responsible for advising and caring for adults and children who have been diagnosed with TB in Great Yarmouth and Waveney. She meets patients in their own homes as well as clinics and frequently faces challenging situations. She recently suffered abuse from someone in her care but still continues to treat them.

The award for Inspirational Leader was shared between two staff members – Clinical Locality Manager Amanda Wheeler was recognised for leading the ECCH Health Visitors to be the highest performing team in the East of England, and Community Nurse Lisa Judge received the award for her positive impact on the District Nursing team in the face of high levels of demand.

The Team of the Year award was presented to the Hospice at Home team who support patients with life limiting illnesses and their families. This year they received an Outstanding rating after an inspection by the Care Quality Commission who commended them for 'going the

extra mile' to meet each patient's individual needs and preferences.

The Innovation Award was given to three members of staff who came up with a training programme which combined baby weaning and infant resuscitation advice for parents in the Lowestoft and Waveney area. Health visitors Holly Calverly-Crabtree and Andrea Collins came up with the idea after parents told them they were often nervous about introducing lumpy food to babies in case they choked. The pair organised sessions at local Children's Centres where they discussed healthy eating options before specialist trainer Simon Drewett helped parents practise the correct procedure for clearing an airway, using a simulator. The classes have all been booked to capacity and have received very positive feedback.

Rebecca Blackstone, a Project Support Officer with the Adult Services Directorate received the Unsung Hero award and the Emerging Talent award went to Community Nurse Alice Bond. The award for Making a Difference was awarded to Rosanna Shackleton and Jamie Weavers from the Business Intelligence Team for developing an improved data collection programme for ECCH's Speech and Language Therapy service.

Two 'ECCH Champion' awards were given to members of staff whose commitment and professionalism make them ambassadors for the organisation. The winners were Su Flynn, an administrator from Sole Bay Health Centre, and Roxy King from ECCH's Training and Development team.





Giving Back

As a social enterprise, our surplus resources are reinvested in services and in the communities we serve.

Here are some of the things we have done in the past year.

Welcoming trainees from The Prince's Trust

ECCH is working in partnership with The Prince's Trust to offer training to unemployed young people from Great Yarmouth and Lowestoft who are keen to follow careers in the health sector.

In February 2017 we welcomed our first group of 12 young people aged between 16 and 25 onto a month long training scheme as part of The Prince's Trust 'Get Into Healthcare' programme.

They undertook a fortnight of classroom sessions covering all aspects of the service ECCH provides. Delegates then carried out a series of three day placements with different

ECCH teams. These included clinical services such as physiotherapy, occupational therapy and community nursing, and 'back office' functions such as Human Resources and IT.

By the end of the course all the trainees had achieved their Care Certificate which they will need to pursue a career in the health and social care sector.

ECCH plans to continue the 'Get in Healthcare' programme, with another group beginning their training programme in March 2018.

The Prince's Trust has helped 59,000 disadvantaged young people over the last year. Three in four of those on The Prince's Trust programmes move into work, training or education.



Celebrating Nurses' Day

ECCH joined forces with the Red Cross to mark International Nurses' Day with a fundraising celebration.

Two special Red Cross 'HumaniTea' events were held at Beccles Community Hospital and our headquarters at Hamilton House on 12th May 2017 - the anniversary of Florence Nightingale's birth. Staff from both organisations enjoyed refreshments and cake during their work breaks and raised £93 for Red Cross projects.

Quizzes and games on a nursing theme were organised and certificates were distributed to all ECCH nurses in recognition of their work. These can be submitted as part of the revalidation process nurses have to complete every three years to demonstrate they practice safely and effectively.



Team fundraising

Thousands of pounds were raised for charity in the past year by ECCH as an organisation, and through the efforts of individual services such as:

- A team of 13 nurses from Great Yarmouth and the northern villages took part in the 5K Pretty Muddy for Cancer Research at the Norfolk Show Ground and raised more than £230
- Children at Big Sky Nursery held a mud party to raise money for Save the Children as part of national Peppa Pig Muddy Puddles week. Part of the play area was sectioned off specially for digging and squelching in, and the nursery's Mud Kitchen got extra use as youngsters made mud pies for their parents
- Staff across ECCH and Big Sky Nursery dressed up for Christmas Jumper Day in aid of Save the Children
- Coffee mornings and cake sales were organised to raise funds for Macmillan Cancer Support by our East Coast Community Access team, staff at Hamilton House and at Kirkley Mill Health Centre. They raised a total of £466.



Staff collection supports vulnerable people

Collection points were set up across ten ECCH sites in February 2017 so staff could take part in our 'Fill a Rucksack' campaign to help vulnerable and homeless people in the Lowestoft and Great Yarmouth area.

They donated backpacks and items to fill them such as clothes, food, toiletries, torches, thermal blankets and flasks. All the items collected were given to the charity Access Community Trust which supports homeless people with housing, health, education and employment.

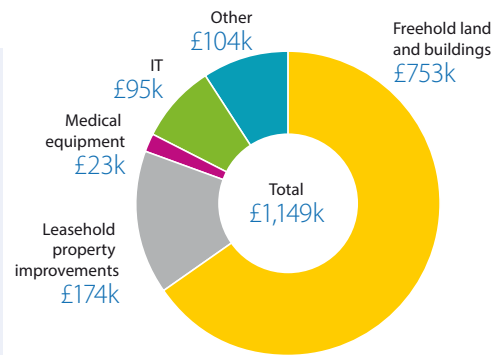


Financial Statements

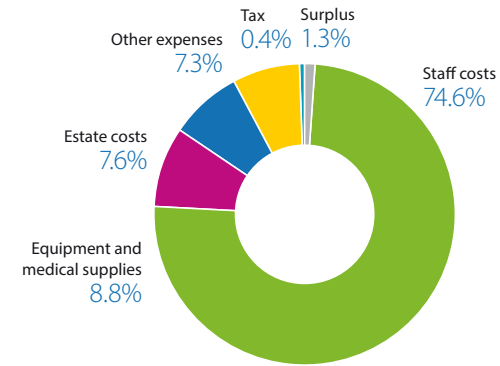
ECCH Group

(including ECCH company, Big Sky Nurseries and ECCH Domiciliary)

Turnover **£37,309,494**
 Profit before tax **£635,604**



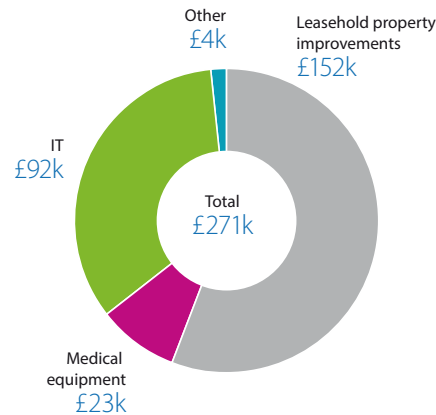
Investment in assets



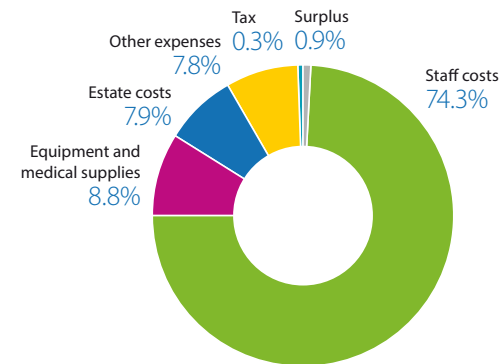
How we spent our money

ECCH company

Turnover **£37,238,656**
 Profit before tax **£460,773**
 Number of staff **825**
 Shareholding **80%** (up from 73%)



Investment in assets



How we spent our money

Our Purpose

To deliver high quality, professionally led services that support and sustain the health and wellbeing of our communities.

You said:

“ Every member of staff treated me as if I was their special patient. **”**

East Coast Community Healthcare

Hamilton House
Battery Green Road
Lowestoft
NR32 1DE

Tel: 01502 445 445

Fax: 01502 445 446

Email: ecch.enquiry@nhs.net

Web: www.ecch.org

Twitter: [@eastcoastch](https://twitter.com/eastcoastch)

